



INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 320, Oklahoma City, OK 73102

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Chair's Corner



I am honored to be elected as the Chair of the Federal Executive Board of Oklahoma for another year.

Kevin McNeely, Field Office Director for the Housing and Urban Development was elected as Vice Chair for a second term and I want to thank

him for his willingness to serve, as well as those who serve on the Executive Policy Council, serving as a Steering Board:

James Akagi DEA-OKC
Ron Berryhill USDA Risk Management Agency-OKC
Michael Diehl Southwestern Power Administration-Tulsa
Larry Flener US Postal Service-OKC
Patti Ford Tinker AFB
Dottie Overal U.S. Small Business Administration-OKC
Lindy Ritz Federal Aviation Administration-OKC

Newly Appointed Members include:

Sam Jarvis VA Regional Office-Muskogee
Joe Keffer Federal Transfer Center-OKC
David Woods VA Medical Center-OKC

This body of federal leaders represents the interests of our federal community in forecasting and planning interagency and intergovernmental initiatives and activities.

In an upcoming meeting, we will be outlining objectives for the next fiscal year, identifying topics to be addressed for training, luncheons and executive sessions; if you have topics you would like to see addressed in FEB forums, please contact one of us to ensure it is included in the discussions and planning.

Initiatives that are already underway for fiscal year 2007 include:

- Coordination with local colleges and universities that have agreed to coordinate government job fairs or to include the federal agencies in job fairs at no cost to the agencies;
- Coordination with FEMA on the possibility of a COOP Program Manager certification in the future; and
- Local implementation of National Initiatives and activities in support of the President's Management Agenda.

I encourage you to provide input regarding your agencies needs or what you would like to see from your Federal Executive Board through members of the Executive Policy Council or through the FEB Office.

Mike Roach, Chairman

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MAKE EMPLOYEE EVALUATIONS FAIR AND EFFECTIVE (CAREER MATTERS)

Lily Whiteman is devoting several articles in the *Federal Times* to tips for supervisors on how to give feedback and tips to staffers on how to receive feedback and keep their supervisors updated on their achievements. To start, here are some basic requirements for effective annual evaluation systems:

◆**Objectives.** Supervisors should explain to their staffs the purposes of their annual evaluations. In addition to determining salary increases in pay-for-performance systems, evaluations should include opportunities for supervisors to inspire and motivate staffers; dispense positive feedback and reward deserving staffers; give direction to staffers so they can do better and accommodate any changing circumstances; review the promotion potential of staffers; identify and remove barriers to productivity; and clarify expectations and set goals for staffers.

◆**Objectivity.** Standards for ratings and awards should be clearly defined and consistent across the organization.

◆**Accuracy.** Staffers deserve fair, insightful and specific comments on evaluations for several reasons beyond the obvious. For one thing, an employee's evaluations can help determine his or her fate in a future reduction in force.

In addition, applications for many federal jobs require submission of recent annual evaluations. So supervisors who use a no-comment, just-check-the-boxes approach to evaluations may unwittingly damage their staffers' job prospects. I know, for example a federal Web master whose recent performance evaluation included only one comment from his supervisor. This comment mentioned—of all things—the Web master's training in manipulating his emergency escape hood, but his organizationwide reputation as a top producer received nary a word. "I was

embarrassed to include my evaluation in my job applications, but I had to," he laments.

◆**No surprises.** Annual reviews should summarize positive or negative feedback that has been frequently provided throughout the year—they should not spring new critiques on staffers. Why? Because once-a-year feedback is about as likely to provide inspiration or fix problems as an annual push-up would be to enhance fitness.

◆**Punctuality.** Many supervisors routinely miss deadlines for annual evaluations by months, or skip annual evaluations altogether. By doing so, they unfairly delay awards or promotions for their staffers that should accompany evaluations. And such delays, in turn, deprive staffers of their full financial due. Moreover, a late thank-you hardly smacks of appreciation for a job well done.

◆**Face-time with supervisors.** Many supervisors brusquely deliver their staffers' evaluations by depositing them in their in-boxes, or leaving them on their chairs, without inviting any live discussion of them. Why is personal interaction needed? Because one-sided communications tacitly devalue staffers' perspectives and insights; dialogues are a prerequisite for collaboration and cooperation.

Moreover, staffers serve as the engines of their offices. Their horsepower is needed to advance the office's agenda. Without energizing feedback from their supervisors, many staffers—like gas-starved engines—eventually sputter and stall.

*Article from Federal Times, 8-21-06 edition. Lily Whiteman is the author of *Get Hired! How to Land the Ideal Federal Job and Negotiate a Top Salary* (FPMI Solutions). She is a career coach and writer at the U.S. Mint.*



Spotlighting Information in Public Service

Did You Know...

Customs & Border Protection Air and Marine Overview

The mission of CBP Air and Marine is to protect the American people and critical infrastructure by using an integrated and coordinated air and marine force to detect, interdict, and prevent acts of terrorism arising from unlawful movement of people, illegal drugs and other contraband moving toward or crossing the borders of the United States.

In 2005 a decision was reached to combine all of CBP's aviation and marine resources. By combining all of CBP's aviation and marine resources into one organization, CBP is able to more effectively and efficiently accomplish its aviation missions. The consolidation of CBP's aviation personnel and assets enables CBP Air personnel to collectively carry out our border control and homeland security missions.



On October 1, 2005, U.S. Customs and Border Protection (CBP) integrated its aviation assets, programs and personnel. With over 500 pilots and 250 aircraft, CBP Air and Marine is the largest law enforcement air force in the world.

CBP uses its aviation assets as a critical component of a layered enforcement strategy and to support multiple operational objectives:

- Anti-terrorism, including protecting, controlling, and enforcing federal law at our land borders, adjacent coastal borders, and air space above our borders.
- CBP's traditional missions of staunching drug smuggling and interdicting illegal drugs, including interdiction at and near our borders as well as source and transit zone operations.
- Additional missions in support of the Department of Homeland Security, Immigration and Customs Enforcement, Joint Interagency Task Force-South, and other federal, state and local law enforcement partners.

To report suspicious aircraft activity, please call: **1-866-AIR-BUST** (1-866-247-2878).

The US Customs and Border Protection, National Air Training Center is located in Oklahoma City.



How VA Hospitals Became The Best

<http://www.time.com/time/magazine/article/0,9171,1376238,00.html>

By Douglas Waller

Time

- Most private hospitals can only dream of the futuristic medicine Dr. Divya Shroff practices today. Outside an elderly patient's room, the attending physician gathers her residents around a wireless laptop propped on a mobile cart. Shroff accesses the patient's entire medical history--a stack of paper in most private hospitals. And instead of trekking to the radiology lab to view the latest X-ray, she brings it up on her computer screen. While Shroff is visiting the patient, a resident types in a request for pain medication, then punches the SEND button. Seconds later, the printer in the hospital pharmacy spits out the order. The druggist stuffs a plastic bag of pills into what looks like a tiny space capsule, then shoots it up to the ward in a vacuum tube. By the time Shroff wheels away her computer, a nurse walks up with the drugs.
- Life in a big-name institution like the Mayo Clinic? Not hardly. Shroff, 31, a specialist in internal medicine, works at the Veterans Affairs hospital in Washington, where the vets who come for the cutting-edge treatment are mostly poor.
- If you're surprised, that's understandable. Until the early 1990s, care at VA hospitals was so substandard that Congress considered shutting down the entire system and giving ex-G.I.s vouchers for treatment at private facilities. Today it's a very different story. The VA runs the largest integrated health-care system in the country, with more than 1,400 hospitals, clinics and nursing homes employing 14,800 doctors and 61,000 nurses. And by a number of measures, this government-managed health-care program--socialized medicine on a small scale--is beating the marketplace. For the sixth year in a row, VA hospitals last year scored higher than private facilities on the University of Michigan's American Customer Satisfaction Index, based on patient surveys on the quality of care received. The VA scored 83 out of 100; private institutions, 71. Males 65 years and older receiving VA care had about a 40% lower risk of death than those enrolled in Medicare Advantage, whose care is provided through private health plans or HMOs, according to a study published in the April edition of Medical Care. Harvard University just gave the VA its Innovations in American Government Award for the agency's work in computerizing patient records.
- And all that was achieved at a relatively low cost. In the past 10 years, the number of veterans receiving treatment from the VA has more than doubled, from 2.5 million to 5.3 million, but the agency has cared for them with 10,000 fewer employees. The VA's cost per patient has remained steady during the past 10 years. The cost of private care has jumped about 40% in that same period.
- Vets still gripe about wading through red tape for treatment. Some 11,000 have been waiting 30 days or more for their first appointment. The Iraq and Afghanistan wars could stress the system, although for the moment VA officials say the agency can accommodate the new patients. That's because older vets, especially those from the World War II and Korean War eras, are dying of natural causes at the rate of about 600,000 a year, whereas the Iraq and Afghanistan wars have so far created a little more than 550,000 new vets.
- On the other hand, because advances in body armor and field medicine have enabled soldiers to survive battlefield injuries that in earlier conflicts meant death, many of the new patients are arriving at VA hospitals with severe wounds. In response, the VA has set up four polytrauma centers around the country. Dawn Halfaker, a former Army captain who lost her right arm in Iraq, says negotiating the bureaucracy to get treatment for all her medical needs has been frustrating at times. She had to wait eight months for an appointment at the Washington hospital to get her teeth cleaned. Even so, she says, the care "is not as bad as I thought it would be."
- The roots of the VA's reformation go back to 1994, when Bill Clinton appointed Kenneth Kizer, a hard-charging doctor and former Navy diver, as the VA's under secretary for health. Kizer decentralized the VA's cumbersome health bureaucracy and held regional managers more



accountable. Patient records were transferred to a system-wide computer network, which has made its way into only 3% of private hospitals. When a veteran is treated, the doctor has the vet's complete medical history on a laptop. In the private sector, 20% of all lab tests are needlessly repeated because the doctor doesn't have handy the results of the same test performed earlier, according to a 2004 report by the President's information technology advisory committee.

- Another innovation at the VA was a bar-code system, as in the supermarket, for prescriptions--a system used in fewer than 5% of private hospitals. With a hand-held laser reader, a nurse scans the bar code on a patient's wristband, then the one on the bottle of pills. If the pills don't match the prescription the doctor typed into the computer, the laptop alerts the nurse. The Institute of Medicine estimates that 1.5 million patients are harmed each year by medication errors, but computer records and bar-code scanners have virtually eliminated those problems in VA hospitals.
- Private hospitals, which make their money treating people who come to them sick, don't profit from heavy investments in preventive care, which keeps patients healthy. But the VA, which is funded by tax dollars, "has its patients for life," notes Kizer, who served in his post until 1999. So to keep government spending down, "it makes economic sense to keep them healthy and out of the hospital." Kizer eliminated more than half the system's 52,000 hospital beds and plowed the money saved into opening 300 new community clinics so vets could have easier access to family-practice-style doctors. He set strict performance standards that graded physicians on health promotion.
- As the reforms produced results, veterans began "voting with their feet," says Dr. Jonathan Perlin, who just resigned as the VA's health under secretary. Hundreds of thousands abandoned private physicians and enrolled in the lower-cost and higher-quality VA care. But that created a new problem. The VA's budget from Congress (currently about \$30 billion annually) couldn't cover the influx. By January 2003, with hundreds of thousands waiting six months or more for their first appointment, the VA began

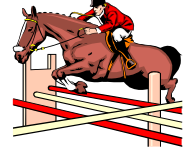
limiting access to only vets with service-related injuries or illness or those with low income.

- Veterans' groups understandably want the health-care system expanded to accommodate vets with higher incomes and no service-related ailments. Tom Bock, commander of the American Legion, has another idea: allow elderly vets not in the system who are drawing Medicare payments to spend those benefits at a VA facility instead of going to a private doctor, as is now required by Medicare. "It's a win-win-win situation," he argues. Medicare, which pays more than \$6,500 per patient annually for care by private doctors, could save with the VA's less expensive care, which costs about \$5,000 per patient. The vets would receive better service at the VA's facilities, which could treat millions more patients with Medicare's cash infusion.
- But conservatives fear such an arrangement would be a Trojan horse, setting up an even larger national health-care program and taking more business from the private sector. Congress has no plans to enlarge the scope of veterans' health care--much less consider it a model for, say, a government-run system serving nonvets. But it's becoming more and more "ideologically inconvenient for some to have such a stellar health-delivery system being run by the government," says Margaret O'Kane, president of the National Committee for Quality Assurance, which rates health plans for businesses and individuals. If VA health care continues to be the industry leader, it may become more difficult to argue that the market can do better.

The visionary leader things big, thinks new, thinks ahead—and most important, is in touch with the deep structure of human consciousness and creative potential. —Peter Koestenbaum



One-Day Pre-Retirement Training Seminar



CSRS session topics: <ul style="list-style-type: none"> ➤ Overview of CSRS ➤ Survivor Benefit ➤ Thrift Savings Plan ➤ Voluntary Contribution Program ➤ Federal Employee Health & Life Insurance Programs ➤ Social Security ➤ Flexible Spending Accounts 	FERS session topics: <ul style="list-style-type: none"> ➤ Overview of FERS ➤ Survivor Benefit ➤ Thrift Savings Plan ➤ Voluntary Contribution Program ➤ Federal Employee Health & Life Insurance Programs ➤ Social Security ➤ Flexible Spending Accounts
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TIME: 8:30 a.m. - 4:00 p.m. (each day) Registration will begin at 8:00am
LOCATION: Metro Tech, 1900 Springlake Drive, Oklahoma City (Alpine/Calypso Rooms)
COST: [] \$85.00 per person if registered by close of business 2/22/2007
[] \$95.00 per person if registered after close of business 2/22/2007
[] \$45.00 for spouses (if materials are shared)

[] I am registering for the CSRS Only session on Wednesday, March 14, 2007.

[] I am registering for the FERS Only session on Thursday, March 15, 2007.

Seating is limited to 80 per session. Once a session is filled, future registrants will be notified and provided the opportunity to be placed on a waiting list for the next Pre-Retirement session.

NAME(S): _____
List name of employee and spouse on same form to receive the discounted price for spouse

AGENCY: _____

ADDRESS: _____

PHONE: () _____ FAX: () _____

Agency/Registrant may pay by [] cash, [] check, [] credit card or [] government voucher.

Mail this registration form to:	Oklahoma Federal Executive Board 215 Dean A. McGee, Suite 320 Oklahoma City, OK 73102
or fax to:	(405) 231-4165

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through February 23, 2007. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



UPCOMING EVENTS October

Oct 11, 2006 7:30 a.m.	Mayor's Committee on Disability Concerns 222 NW 15 th , Rm 205 POC: FEB Office, 405-231-4167
Oct 11, 2006 11:00 a.m.	Shared Neutrals Meeting Lunch & Learn in the FEB Office Focus on FY 2007 POC: FEB Office, 405-231-4167
Oct 17, 2006 12:30 p.m.	Federal Employees Care Council Allegiance, 4235 N. Meridian, OKC POC: Tom Burton, 405-954-0625
Oct 18, 2006 10:00 a.m.	Interagency Training Council Oklahoma City Community College POC: Sherri Beasley, 405-231-5854
Oct 18, 2006 10:00 a.m.	Interagency Legal Counsel HUD, 301 NW 6 th St, 2 nd Floor, OKC POC: Bam Gressett, 405-609- 8425
Oct 19, 2006 All Day	Leadership FEB VA Medical Center-OKC POC: FEB Office, 405-231-4167
Oct 19, 2006 2:30 p.m.	American Indian Council Allegiance, 4235 N. Meridian, OKC POC: Mary Culley, 405-270-0501x3876
Oct 24-25, 2006 All Day	Horse Sense for Leaders Addresses provided in registration form POC: FEB Office, 405-231-4167
Oct 26, 2006 12:00 noon	Black Program Council Community Action Agency 3401 NE 16 th , OKC POC: Zeb Willie, 405-734-3089
Oct 27, 2006 12:00 noon	Naturalization 200 NW 4 th St. POC: FEB Office, 405-231-4167

FEBs promote & support national initiatives and respond to local needs of federal agencies and the community.

Research is now clear that the inability to manage oneself efficiently leads to premature aging, diminished mental clarity, and even blocked access to our innate intelligence. The converse is also true: Increasing internal coherence leads to more efficiency in all physiological systems and greater creativity, adaptability, and flexibility. —Doc Childre and Bruce Cryer

Your Federal Executive Board

"Federal Executive Boards (FEBs) are generally responsible for improving coordination among federal activities and programs in...areas outside of Washington, D.C...FEBs support and promote national initiatives of the President and the administration and respond to the local needs of the federal agencies and the community." (GAO-04-384)

We applaud the efforts of the Oklahoma FEB Executive Policy Council members who ensure information is provided to direct our activities and efforts:

- Jim Akagi, US Drug Enforcement Administration
- Ron Berryhill, Director, USDA Risk Management Agency
- Michael Deihl, Administrator, Southwestern Power Administration, Tulsa
- Sam Jarvis, Director, VA Regional Office, Muskogee
- Larry Flener, Representative for the District Director, US Postal Service
- Joe Keffer, Warden, Federal Transfer Center
- Dottie Overal, Director, Small Business Administration
- Patti Ford, Director of Staff, Tinker AFB
- Lindy Ritz, Director, FAA Mike Monroney Aeronautical Center
- David Wood, Director, VA Medical Center

This newsletter is published monthly as a cost-effective tool for communicating events and issues of importance to the federal community in Oklahoma. If you have news of interest, please fax to the FEB Office at (405) 231-4165 or email to LeAnnJenkins@juno.com no later than the 15th of each month.

Elected Officers:

Chair: **Mike Roach**, U.S. Marshal
US Marshals Service
Western District of Oklahoma

Vice-Chair: **Kevin McNeely**
OKC Field Office Director
US Department of Housing and
Urban Development

Staff:

Director: LeAnn Jenkins
Assistant: Vacant
Program Support: Constance Ward

Please feel free to copy this newsletter & distribute. The newsletter is available on our web site, <http://www.oklahoma.feb.gov> where you can also request to receive it electronically.



Leading from the middle Effective midlevel managers drive successful change Federal Times, August 28, 2006

Major trends and challenges are requiring the federal government to plan more strategically, react more expediently and focus on results. Pressure is growing to change the rules for core administrative procedures governing the civil service systems, procurement, budgeting and financial management. At the same time, agencies are increasingly pushed to improve performance and measure results. Perhaps the most challenging change is the transition to pay for performance as agencies struggle to create performance-oriented cultures. The looming human capital crisis adds to these pressures.

While senior executives and political leaders have the burden of developing strategic plans, setting performance goals and measuring results, middle managers are responsible for execution and achieving those results. They are also the engine for creating the future envisioned by the senior leaders. High-performing organizations cannot exist without strong leadership in the middle.

Why are middle managers essential in successful, high-performing organizations? Midlevel managers have the primary responsibility for developing others, managing their performance, and providing organizational alignment and accountability. They often bring to their organizations outstanding achievement records, deep knowledge about how things work and how work gets done, and substantial insights into how the business can be improved. As they clarify performance expectations beginning with understanding how tasks support strategic goals and mission, they connect individuals and teams with the mission to build enthusiasm and motivation.

Midlevel managers fulfill an essential role to meet the Office of Personnel Management's challenge to have the right talent in the right place at the right time. They provide the leadership to achieve these goals and grow the next generation of leaders by setting expectations and creating the environment and strategies for continuous learning through on-the-job experience. Their knowledge of mission-critical occupations and competencies for both current and future work is also essential in developing strategies to identify, recruit and retain a high-performing work force.

Achieving highly effective outcomes requires well-framed problems, good decisions and effective solutions. In addition to setting clear performance expectations, it requires providing frequent, constructive feedback on the work being performed.

The effective manager establishes a performance culture, sets the standards that define high and low performance, and helps individuals and teams stay focused on the critical goals and outcome measures. Their constant feedback to both workers and senior management supports ongoing planning and measurement.

Researchers and analysts — from universities to think tanks and corporations to the public sector — describe the major trends and pressures for change on the business world, including government. The IBM Center for the Business of Government released a study this summer, “Six Trends Transforming Government,” which identifies major drivers pushing change at all levels of government. The first trend, changing the rules, affects the formal laws, administrative requirements and organizational structures. The second, using performance management requires an emphasis on results that matter to citizens and performance-oriented cultures. The third, providing competition, choice and incentives, includes using outsourcing, public-private partnerships and vouchers. Fourth, performing on demand, means improving the government's ability to sense and respond to economic, social, technological and health changes or crises. Fifth, engaging citizens, calls for increased citizen or customer involvement. The sixth trend calls for using networks and partnerships to resolve increasingly complex issues and achieve results.

In all cases, middle management is going to carry a major part of the responsibility for achieving successful change.

Leaders in performance-oriented organizations must continually seek feedback on the organization's targets and strategies to assess progress and identify ways to improve. The bottom line for all organizations is improving performance. Midlevel managers provide the links to solve problems, communicate ideas, set standards, build tools, develop talent, and form relationships with peers and stakeholders to make it happen.

Anna Doroshaw is the program manager for the One VA Senior Executive Service Candidate Development Program at the Veterans Affairs Department.



Ideas for Managing a Multigenerational Workforce

<http://www.fcw.com/article95972-09-11-06-Print>

By Rachel Azaroff

Federal Computer Week

- Members of the Helicopter Generation, whose hovering, over-involved parents gave them everything they did not have themselves growing up, are becoming federal employees and creating new challenges for managers. That is the assessment of experts who focus on multigenerational workforce issues.
- The generation of employees now in their 20s want constant stimulation and access to cutting-edge technology, said Shira Harrington, a senior recruiting consultant. Young workers, whom Harrington labels the Helicopter Generation, also want to have things their way, she said. Harrington, who works for the recruiting firm Positions, based in Washington, D.C., is a frequent lecturer on multigenerational workforce topics.
- She said members of the Helicopter Generation have a sense of entitlement. They think, “My parents told me that I can do anything and be anything I want to be. Employers need to give me what I want.”
- But if the new generation is self-involved, Harrington said it also is humanitarian. “They tend to be less focused on money-making ventures and more on making a difference in the world,” she said.
- The government faces challenges in trying to assimilate the generation of 20-somethings into the federal workforce, Harrington and other experts say. The differences between the new generation and older baby boomers, who occupy many management positions in the federal government, often run deep.
- “Keeping people is really hard because managers today in the government may not be able to relate to some of the [young people] who are starting to work for them,” said Jon Desenberg, a senior consultant at the Performance Institute, a nonpartisan think tank that focuses on government performance and accountability.
- Generational differences are striking, said Bruce Tulgan, founder of RainmakerThinking, a research and consulting firm that focuses on the working lives of young people. Young workers view jobs as short-term, Tulgan said. “The most successful employers of young people are the ones that get them onboard, up to speed and into meaningful roles very quickly,” he said.
- Employees in their 20s also think differently about job advancement. They often prefer to move laterally and cross-train to gain new skills. For younger workers, Harrington said, new skills trump a better title. “Career growth has a different connotation than upward mobility in a vertical way,” she said.
- Steve Ressler, communications director at Young Government Leaders, an organization of younger federal employees, said he agrees with Harrington on that point. “The younger generation is more interested in details and working at different places, getting lots of opportunities versus staying in the same position for 20 years,” he said.
- Often young employees leave one job for another to earn a higher salary. “Our generation loves money,” said Yvette Alonso, 29, a coordinator at the Agriculture Department's Food Safety Information Center. “We will not stay at jobs for 20 or 30 years. That's not what we do.” Alonso has worked at the USDA for six years.
- Good pension plans and retirement benefits are perks the government uses to attract and retain employees. But often those benefits don't mean much to a 21-year-old graduate entering the workforce. “It's kind of hard sometimes to sell those features to people who really are more interested in how much they're going to be paid next year,” Desenberg said.
- But if, as Harrington said, the government can home in on what is important to the Helicopter Generation, then a multigenerational workforce can function quite well.
- The government can make long-term employees out of the new generation by succeeding with them one day at a time, Tulgan said. “Instead of setting out to be there 25 years, they're going to end up being there 25 years, and the way that's going to happen is every time they might have left, instead they stay.”



Role of a Federal Employee in Presenting America's History and Values

<http://www.fedsmith.com/articles/articles.showarticle.db.php?intArticleID=1045> By Ralph Smith

- "A monument's dimensions should be determined by the importance to civilization of the events commemorated. We are not here trying to carve an epic, portray a moonlight scene, or write a sonnet; neither are we dealing with mystery or tragedy, but rather the constructive and dramatic moments or crises in our amazing history." Gutzon Borglum
- Federal employees do many things while employed by Uncle Sam. From comments and survey results both on this site and surveys by federal agencies, there is no doubt there are federal employees who are sometimes dissatisfied, discouraged and a few who spend considerable time filing grievances and appeals.
- But, while these events gather the most publicity, they are relatively unimportant.
- When a person has a job, he can choose to perform it well and with enthusiasm or do it poorly and perhaps express job dissatisfaction by displaying an attitude of unhappiness when dealing with the customers of that agency.
- For those of us who work in the federal community, getting out of an office or even out of a large federal building and seeing how federal employees perform their jobs on a daily basis can be a satisfying experience. Here is one example.
- The vast majority of Americans are proud of our country and our heritage. Without regard to political affiliation, political parties or disputes on current events, we take pride in our country and what has been accomplished by Americans. One important way in which a country displays its values and its history is how it displays and explains our national monuments.
- Any American school child has heard of Mount Rushmore. By the time we are adults, some of us have taken a trip to the Black Hills of South Dakota to visit the Mount Rushmore National Memorial. The majesty and imagery of this national monument is impressive. It shows our national heroes as we like to see them. Bigger than life, portrayed in massive mountain photographs overlooking a rural area of mountains, meadows and plains.
- How were the figures selected to be portrayed on Mount Rushmore? What did they accomplish that makes them stand out from other leaders? Why do we want to remember what they did? Who carved the figures and how was the sculptor selected? And, more importantly, why should we appreciate and remember the accomplishments of the men emblazoned on Mount Rushmore?
- Three million people a year visit this national memorial. All of these questions are answered by a federal employee who represents America to the millions who walk underneath the figures in the Black Hills. The person who explains our history to school children, foreign visitors and adults who are visiting for the first time has a responsibility to portray his or her country in a way that will make all of us proud.
- A visitor to the Mount Rushmore National Memorial is apt to hear a discernable Massachusetts dialect echoing through the Black Hills explaining to relaxed tourists when the mountain was carved, who carved the figures into the mountain and the cost of the carvings. With patience, knowledge and humor, Park Ranger Ed Menard walks the array of visitors through the narrow path to get visitors closer to the carvings of George Washington, Abraham Lincoln, Thomas Jefferson and Theodore Roosevelt.
- No doubt, he has answered the same questions hundreds of times. But throughout the presentation, he is friendly and respectful. He answers all questions asked by the inquisitive tourists and displays knowledge and enthusiasm of the history of the area and the monument. No one is rushed or cut off. There is no question asked by the 50 or so visitors that he cannot answer.
- He explains that Abraham Lincoln is enshrined at Mount Rushmore because he preserved the union. Teddy Roosevelt was selected after a time because of his role in conservation and modern development of the country and recognizing the importance of preserving our impressive national resources. George Washington was the first president, set the nation on a course with a democracy that eschewed the concept of royalty and Thomas Jefferson wrote the Declaration of Independence and expanded our country with the Louisiana Purchase.
- If this Park Ranger is bored from the repetitive questions, it does not show. He is enthusiastic about America's history and proud to be able to explain the history to visitors. If he has any political comments when explaining why the four historical heroes are displayed on Mount Rushmore, he keeps them to himself. The discussion is lively, factual and done professionally and with a touch of humor. He ensures that any visitor probably leaves with a more in-depth knowledge of American history and a deeper appreciation for our culture and values.
- In short, a federal employee doing a good job as he probably does every day. No doubt, he takes satisfaction in having provided an education to senior citizens and school children, foreigners and college history majors as well as any retired federal employees who are walking in the group and enjoying the experience of watching a federal colleague do a good job of representing his country.

***Horse Sense for Leaders: October 24 & 25, 2006***


"There is a very fine line between offering leadership and guidance and getting in the way," Wood says. "It's not about submission. It's not about what you put on the horse's back. It's about what we put in his head."

The goal of this program, built around observations of Woods equine training sessions, is not to imitate the cowboy's techniques. It is to listen to his running monologue and generate questions about our individual leadership styles, as well as gain new insights.

Observers can see effective leadership in action and its results, minute by minute. Questions to ask include how the relationship is defined, setting expectations, communication, motivation and the definition of success.

One day is spent observing and learning from the horse trainer and the horse, ½ day is spent in the classroom discussing implementation possibilities of lessons learned.

Each person will come away with a different set of lessons; not so much about 'new lessons' in leadership, but insight into what they already know.

Dates:	October 24, Redlands Equine Center, El Reno, OK October 25, Express Events Center, OKC <i>Maps are provided at</i> www.oklahoma.feb.gov/Forms/HorseSense.pdf
Time:	Tuesday--7:30am registration; Training 8:00am-4:00pm Wednesday—7:30 – 12:00
Cost:	\$195.00 per person
	"Cowboy" attire is appropriate for the Tuesday's session in the horse barn at Redlands Community College in El Reno, OK. We encourage you to wear appropriate attire for the environment and bring a jacket in case we have a typical fall day.

Registration Form

Name: _____ Agency: _____

Phone: _____ Fax: _____

Method of payment:

☐ Cash ☐ Government Voucher ☐ Credit Card ☐ Pay at the door

Mail registration to: Federal Executive Board
215 Dean A. McGee, Ste 320
Oklahoma City, OK 73102

Or fax to: 405-231-4165

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through October 13, 2006. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11 7:30 Mayors Council 11:00 Shared Neutrals	12 11:30 SGMP	13	14
15	16	17 12:30 FECC	18 10:00 Legal Counsel 10:00 ITC	19 Leadership FEB 2:30 AIC	20	21
22	23	24 Horse Sense 4 Leaders	25	26 12:00 BPC	27 Naturalization	28
29	30	31	October 2006			

OKLAHOMA FEDERAL EXECUTIVE BOARD
215 DEAN A. MCGEE AVENUE, STE 320
OKLAHOMA CITY, OK 73102-3422
OFFICIAL BUSINESS ONLY

We wish to thank the FAA Franchise Print shop for their monthly assistance in the duplication and distribution of this newsletter.